

Pearson BTEC (QCF)

Principles of Team Leading

Level 2 – R/506/2294

2015 – Practice Test

Time: 45 minutes

Paper Reference

ML-2-06 PT

You must have:

Multiple choice answer sheet
Black pen

Instructions

- Use **black** ink or ball-point pen.
- Answer **all** questions.
- Encircle your answers on the separate answer sheet.

Information

- The total mark for this paper is 35.
- The marks for **each** question are shown in brackets.

Advice

- Read each question carefully before you start to answer it.
- Try to answer every question.
- Check your answers if you have time at the end.

Turn over ►

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1 Which of these is a way for a team leader to motivate their team members? (1)

Select **one** option.

- A By limiting development
- B By comparing staff performance
- C By limiting staff creativity
- D By minimising criticism

2 A team leader has observed conflict within the team relating to individuals' timekeeping. How should an effective team leader tackle this type of conflict? (1)

Select **one** option.

- A By challenging individuals in front of colleagues
- B By clearly enforcing policies
- C By continually observing individuals
- D By allocating additional work

3 A large charity needs to change its organisational structure. What is the **best** way to overcome resistance to this change? (1)

Select **one** option.

- A Ensure management makes all decisions
- B Give warnings of disciplinary action
- C Consult with all staff about the new structure
- D Implement the new structure immediately

4 What are the typical behaviours of team members in these stages of team development? (2)

Match the stages to the correct description.

Stages of team development Descriptions

- | | |
|-----------------|---|
| (i) Norming | A Postive, polite and anxious |
| (ii) Performing | B Mournful that the team is disbanding |
| | C Respectful of leadership and team members' strengths and weaknesses |
| | D Frustrated with leadership and team members |
| | E Productive, cooperative and efficient |

5 Which of these is a characteristic of the Goleman leadership style? (1)

Select **one** option.

- A Commanding
- B Motivating
- C Coaching
- D Developing

- 6 Which of these are techniques a team leader should use to keep team members motivated? (2)
- Select **two** options.
- A Regular one-to-one meetings
 - B Repeatedly changed objectives
 - C Frequent review of roles
 - D Annual contract reviews
 - E Timely constructive feedback
- 7 This is a **two** part question. Please answer both parts. (1)
- (i) How does team role theory support effective team building?
- Select **one** option.
- A It raises awareness of team members' strengths
 - B It encourages staff to work independently
- (ii) How is team role theory used in leadership?
- Select **one** option.
- A It supports organising staff into teams
 - B It supports disclosure of information
- 8 A team leader needs to expand the team and wants to recruit a team member who is logical and impartial. What would be the **most** suitable team role to select? (1)
- Select **one** option.
- A Plant
 - B Monitor-evaluator
 - C Implementer
 - D Specialist
- 9 Which of these is a potential impact of a negative response to change? (1)
- Select **one** option.
- A Improved job security
 - B Increased development opportunities
 - C Increased employee turnover
 - D Improved customer satisfaction

10 An organisation has identified that there are not enough suitable staff available to occupy future senior positions.
What should the organisation introduce to resolve this problem? (1)

Select **one** option.

- A** Production planning
- B** Marketing planning
- C** Operations planning
- D** Succession planning

11 A team has responded negatively to company-imposed changes to existing procedures.
What is the potential impact of this response on the team? (1)

Select **one** option.

- A** Increased job-related motivation
- B** Increased work-related stress
- C** Increased customer satisfaction
- D** Increased job security

12 Which of these factors should be taken into account when setting effective team targets? (1)

Select **one** option.

- A** Individual preferences
- B** Competitor activity
- C** Agreed deadlines
- D** Staff gender

13 A retail organisation motivates its staff by providing developmental training.
How does this benefit the organisation? (1)

Select **one** option.

- A** Increased range of products
- B** Reduced administration
- C** Increased workloads
- D** Reduced staff turnover

14 Which of these techniques should a team leader use to identify poor staff performance over the past year? (1)

Select **one** option.

- A** Benchmarking
- B** Appraising
- C** Scheduling
- D** Coaching

15 A team leader communicates how changes to working practices will benefit the team. Why is this important to help the team accept these changes? (1)

Select **one** option.

- A** So that the team maintains a positive outlook
- B** So the team is able to challenge the decision
- C** So individuals can contribute to decision making
- D** So that staff turnover increases

16 An organisation has created several new posts within the team. How should the team leader motivate suitable staff to apply for these roles? (1)

Select **one** option.

- A** By managing aspirations
- B** By limiting authority
- C** By withholding information
- D** By reallocating workloads

17 A team leader wants to ensure they have a balanced team. How does team role theory support this aim? (1)

Select **one** option.

- A** Recognises individuals' strengths
- B** Implements motivational techniques
- C** Supports an autocratic leadership style
- D** Sets performance objectives

18 Match each monitoring technique to the correct description. (2)

Techniques for monitoring project teams

Descriptions

- (i) Key Performance Indicators (KPIs)
- (ii) Gantt Charts

- A** Visual presentation of progress made
- B** Set points at which performance is judged
- C** Timeframe in which steps will be completed
- D** Monitor effectiveness of critical processes
- E** Comparisons made against best competitors

19 Which of these illustrates how a motivated team member will tackle a task? (1)

Select **one** option.

- A** Shows willingness to start the activity
- B** Reluctant to request support to complete the activity
- C** Questions the reasons why the activity is needed
- D** Delays starting the activity until it is needed

20 Which of these are characteristics of an effective leader? (2)

Select **two** options.

- A Self-confidence
- B Integrity
- C Dependence
- D Anxiousness
- E Single-mindedness

21 Which of these is a purpose of creating a cross-functional team? (1)

Select **one** option.

- A Staff have similar interchangeable skills allowing independent working
- B Staff use different specialisms to solve complex problems
- C Staff have identical roles allowing improved teamwork
- D Staff are able to take on an excess of work for other teams

22 A team leader is implementing a new training programme to develop team members' skills. What is a potential benefit of doing this for the organisation? (1)

Select **one** option.

- A Job roles are redefined
- B Employees are more independent
- C Staff are more motivated
- D Business priorities are revised

23 Which of these factors are typical causes of organisational change? (2)

Select **two** options.

- A Increased competitor activity
- B Improved staff retention
- C New government regulations
- D Recognition of an individual's achievements
- E Setting of individual staff targets

24 A team is showing signs of demotivation. Which of these is a potential cause of this? (1)

Select **one** option.

- A Shared values
- B Constructive feedback
- C Lack of favouritism
- D Poor working conditions

- 25** A business decides to appoint a pacesetter team leader for new customers. How will this type of leadership style help the team to succeed in this situation? (1)
- Select **one** option.
- A** By supporting team emotional wellbeing
 - B** By making decisions for the team
 - C** By establishing performance standards for the team
 - D** By leaving prioritisation to the team
- 26** Which of these is a cause of disagreement within a team, according to Bell and Hart's theory? (1)
- Select **one** option.
- A** Lack of understanding
 - B** Poor training
 - C** Lack of change
 - D** Conflicting perceptions
- 27** A team leader is looking to improve their team's contribution to the organisation's success. How should the team leader set team performance targets to achieve this? (1)
- Select **one** option.
- A** By introducing unachievable deadlines
 - B** By restricting team member involvement in setting objectives
 - C** By creating targets that focus on team leader's weaknesses
 - D** By aligning team targets with organisational goals
- 28** Which of these factors will positively affect the motivation of team members? (1)
- Select **one** option.
- A** Increasing workload
 - B** Celebrating success
 - C** Moving deadlines
 - D** Updating procedures
- 29** Due to business growth, a new team is required to take on long-term, business-as-usual tasks. What type of team would be **most** appropriate for this? (1)
- Select **one** option.
- A** Temporary
 - B** Permanent
 - C** Cross functional formed from other areas
 - D** Students on short duration work experience

30 According to Belbin's theory of team roles, what is the advantage to the team of having a coordinator?

(1)

Select **one** option.

- A** Able to provide the team with sector knowledge
- B** Able to evaluate the quality of work successfully
- C** Able to encourage staff creativity
- D** Able to delegate work to team members effectively

TOTAL FOR PAPER = 35 MARKS